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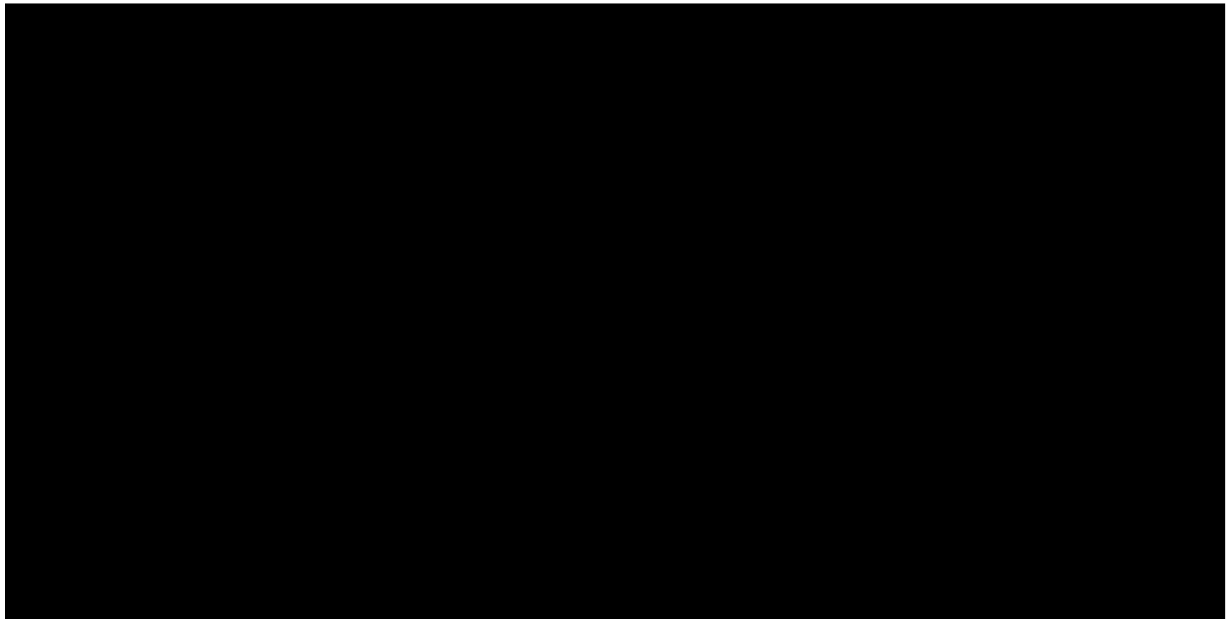
5 FEB 1971

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600160001-3

## PUBLIC SERVICE AWARDS

1. In January 1950 some members of the Career Council who were responsible for the Agency's internal awards program believed that it might be feasible and desirable to nominate employees for certain private and quasi-governmental public awards. At that time the Agency took the position that security considerations, inter alia, precluded participation in any public recognition program.<sup>1</sup>

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<sup>1</sup> 24 January 1950: Memorandum from [REDACTED] Acting Executive 25X1A  
for the Director of Personnel —

It will be Agency policy not to recommend employees of the Agency for Public Service Awards in view of the possible attendant publicity involved and the provisions of NSCID 12.

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3. In June 1956 General Cabell, then DDCI, wrote to the Chairman of the Career Council as follows:

In view of our objective to attract and retain the best qualified personnel available for work with the Agency ... the policy stated above should be re-examined ... there may be deserving Agency employees (particularly in the DDI and the DDS components) who, within the appropriate standards of security, could and should be nominated ... In addition to the positive morale benefits that may be realized ... there is also a certain prestige that the Agency would derive from awards to our personnel.

He concluded by asking the Council to consider the problem, seek the advice of the Office of Security, and make recommendations to him.

4. The then Director of Personnel, Gordon Stewart, forwarded the Council's recommendations, with the concurrence of the Deputy Directors and the Office of Security, to General Cabell in 1957. The DDCI concurred in the Council's proposals for participating in four<sup>2</sup>

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<sup>2</sup>National Civil Service League Career Service Awards (minimum of ten years of Federal service, including military)

Arthur S. Flemming Awards (under 40 years of age; administrative, scientific and technical fields)

William A. Jump Memorial Awards (under 37 years of age with considerable service in public administration)

Rockefeller Award (between 45 and 60 years of age with a minimum of 15 years of Federal government employment in administrative, foreign affairs or international operations, and science, technology or engineering as three out of the five categories pertaining to Agency functions)

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programs and established general principles related to security<sup>3</sup>, protecting the future careers of employees, and excluding certain categories of employees. Under these proposals the Career Council, with the Director of Personnel as Chairman, assumed responsibility for screening nominations. There was little activity during the first years until the program was stimulated by the first successful nomination: Lyman B. Kirkpatrick, Jr., Inspector General, received one of the ten Career Service Awards given by the National Civil Service League in 1960.

5. Responsibility for the program shifted from the Career Council to the Personnel Advisory Board, and the Office of Personnel directed its attention to the problem of stimulating interest among the several components.

6. Public Service Awards appeared in the regulations for the first time in the March 1962 revision of [REDACTED] Section 40 described the practices of the Agency and listed five programs in which it

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- <sup>3</sup> a. No classified information should be released to external selection committees.
- b. The Agency and any persons nominated for such awards should realize that their future assignments or duties which involve cover considerations may be curtailed or restricted by reason of their public identification with the Agency, ...

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participated.<sup>4</sup>

7. A more formally organized program began to take shape in 1962 when the DDS and the Director of Personnel pinpointed several weaknesses in the program which appeared to be susceptible to administrative correction. Experience during the previous two years had shown that notices requesting nominations failed to filter down below heads of Career Services, that knowledge of the program was not widespread, and that consideration of candidates for more than one award was not adequately coordinated.

8. More effective procedures for obtaining and processing nominations were instituted in 1963. While the response from components was still weak in 1964 and 1965, the hit-or-miss basis of nominating employees was eliminated. [REDACTED] (supplement to

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[REDACTED] entitled "Public Service Awards", outlined the nature and

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<sup>4</sup> The four programs referred in note #2 plus the Federal Woman's Award. (GS-09 or above; contributions to Federal career service, to publicize the wide variety of careers for women in Government.)

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requirements for eight awards.<sup>5</sup> [REDACTED] dated October 1962 25X1A  
and updated in 1965, was directed primarily to Agency supervisors  
to encourage them to identify potential candidates for the awards.  
In 1965 and in subsequent years a formal memorandum was submitted  
to the Director giving a conclusive listing of candidates for awards  
from Agency Directorates.

9. Since 1960 when the program really became active, CIA  
has made 50 nominations which resulted in 20 awards presented to  
Agency employees.

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<sup>5</sup>The Rockefeller Award, which has never been won by an Agency employee,  
was not listed, but the Agency still accepts the invitation to nominate.  
The other four, in addition to those listed in notes #2 and #4, are:  
Federal Government Accountants Award  
National Capital Award (young professionals in architecture,  
engineering, and applied sciences)  
Horace Hart Award (public service in Printing and Publishing)  
Paperwork Management Award (effective management of  
paperwork in the Federal Government)

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In the first half of the 1950's some members of the Career Council who were responsible for the Agency's internal award program believed it might be feasible and desirable to nominate employees for certain private and quasi-governmental public awards. At that time, the Agency took the position that security considerations, among other factors, precluded participation in any public recognition program.<sup>1</sup>

In June 1956, General C. P. Cabell, then the Deputy Director of Central Intelligence, wrote to the Chairman of the Career Council as follows:

I am informed that, under current Agency policy, our employees are not nominated for public recognition awards ... nor are they permitted to make application for them when their application is in any way based on Agency experience. In view of our objective to attract and retain the best-qualified personnel available for work with the Agency ... the policy stated above should be re-examined ... there may be deserving Agency employees who ... within the appropriate standards of security, could and should be nominated .... In addition to the positive morale benefits that may be realized ... there is also a

certain prestige that the Agency could derive from awards to our personnel.

He concluded by asking the Council to consider the problem, seek the advice of the Office of Security, and make recommendations to him.

The following October, a memorandum from the Deputy Director of Personnel for Planning and Development, [REDACTED] to the Honor Awards Board, described the preliminary conclusions and recommendations of a task force which had been set up to study public recognition awards for Agency employees.<sup>2</sup>

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The Director of Personnel, Gordon Stewart, forwarded the Council's recommendations with the concurrence of the Deputy Directors and the Office of Security to General Cabell in April 1957.<sup>3</sup> The lapse of almost a year between the D/DCI's request and the Council response is a measure of the conflicting judgments which had existed from the beginning over the advisability of Agency participation in public recognition programs. Some felt then, and continue to believe, that the restrictions dictated by security could cause internal problems, e.g., of employee morale among



those who were necessarily excluded from consideration. Further, some believed that the Agency's own awards system was adequate for morale purposes.

The DDCI concurred in the Council's proposals for participating in four awards programs and establishing general principles related to security, protecting the future careers of employees, and excluding certain categories of employees. Under these proposals the Career Council, with the Director of Personnel as Chairman, assumed responsibility for screening nominations.

In its initial years, the program could only have been described as a stepchild for want of interest in it on the part of operating components--a result of the youth of the Agency (few competitors available), of the uncertainty with which the program was adopted, and of questions as to its appropriateness for CIA.

There was little activity, therefore, during these years until the program was stimulated by the first successful nomination. Lyman Kirkpatrick, the first Inspector General of the Agency, received one of the ten Career Service Awards given by the National Civil Service League in 1960.

Responsibility for the program shifted from the Career Council to the Personnel Advisory Board, and the Office of Personnel directed its attention to the problem of stimulating interest among the several components. Personal appeals were made to Deputy Directors and Heads of Independent Offices for nominations; attempts were made by the members of the Office of Personnel to suggest candidates (e.g., from among recipients of Agency awards); last minute efforts were required to prepare appropriate recommendations for nominations to the sponsoring organizations.

Public Service Awards appeared in the regulations for the first time  
25X1A in the March 1962 revision of [REDACTED] which described the practices of the Agency and listed the five programs in which it participated, as follows:

A more formally organized program began to take shape in 1962 when the DDS and the Director of Personnel pinpointed several weaknesses in the program which appeared susceptible to administrative correction. Experience during the previous two years had shown that notices requesting nominations failed to filter down below heads of Career Services, that knowledge of the program was not widespread, and that consideration of candidates for more

than one award was not adequately coordinated.

More effective procedures for obtaining and processing nominations were instituted in 1963. The Office of Personnel began a concerted drive to generate interest in the program and to establish a system which would insure that appropriate nominations were made on a timely basis. While the response from components was still erratic, the hit-or-miss basis of nominating employees which had obtained previously was diminished. The difficulty of finding nominees and the last-minute efforts to prepare papers were overcome in the fall of 1966. Appeals through the Director of Personnel to the Chiefs of components and independent offices, distribution of explanatory material, and simplified procedures for making nominations all had their effect.

A procedure worked out by the Office of Personnel of nominating individuals for all programs at the same time made it possible to put forward candidates for their most appropriate awards, rather than nominate a candidate for the first relevant award offered. The practice of calling for nominations before the invitations had been received also eliminated the

last-minute crisis of preparing adequate papers in support of Agency nominations.

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[REDACTED] Public Service Awards, published 3 August 1965, drew together information about the award program which had been presented in less official documents in previous years and described nine private and quasi-governmental awards for which the Agency accepted invitations. In June 1966, the Office of Personnel published a supplement

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to [REDACTED] also entitled "Public Service Awards," which outlined the nature and requirements for eight awards, listed Agency employees who had been nominated since 1960, and identified the 1966 winners of the awards by position and parent organization. Revised [REDACTED] of June 1966 deleted the listing of specific awards within the Public Service Awards program.

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(The Rockefeller Award, which has never been won by an Agency employee, was not listed, but the Agency still accepts the invitation to nominate.)

Since 1960 when the program really became active, CIA has made twenty-eight nominations; of these, fourteen Agency employees have received awards. By August 1966 the Office of Personnel had received nominations from

components for five of the eight awards in adequate time for which invitations are customarily received between October and spring. The business of making selections, drafting citations and coordinating with the Office of Security and others, has thus proceeded in orderly fashion and without problems.

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

History of Public Service Awards

FROM:

Review Staff/OP  
626 C of C

EXTENSION

3465

NO.

DATE

30 January 1974

TO: (Officer designation, room number, and building)

25X1A

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

SSHO

203 Key Bldg

2.

3.

25X1A

4.

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Review Staff/OP  
626 C of C

10.

11.

12.

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14.

15.

Attached is the draft history of Public Service Awards which you requested.

I would appreciate its return when it has served its purpose.

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Dec:

This has a file number of HS/HC 352, 5 Feb 71

Should anyone want to retrieve it from our files.

Shankar

Jhr